



Supply Chain Transformation

A case study from a heating and plumbing systems company

The Client Need

A history of mergers and acquisitions, combined with local market presence, results in challenges for the supply chain. Uponor had to transform their supply chain from push to pull in order to reduce capital & cost, as well as enhance delivery assurance.

BTS Approach

A Highly Customized Development

Incorporating interviews and development time, BTS developed a customized supply chain simulation, covering planning, outsourcing, supplier development, manufacturing, warehousing, and distribution to regional and international wholesalers. Through BTS's experience and client know-how, the solution encompassed the whole challenge for supply chain management with a global perspective.

IMD in Switzerland, an expert in supply chain issues, partnered with BTS on the solution delivery.

The Solution – A Supply Chain Profitability Workshop

The solution involved all functional areas' interdependencies for improving supply chain profitability.

Solution: A 2 days workshop

The key issues the solution addresses:

- Forecasting accuracy impact on the delivery chain
- Strategic choices for material sourcing
- Key drivers for manufacturing process improvements
- Supply chain key drivers for improvements of on-time delivery
- Importance of flexibility in manufacturing and sourcing
- Supply chain consequences on profitability, financial and non-financial Key Performance Indicators

Know-How sessions covered topics like:

- Supply chain challenges today and in the future
- Supply chain profitability and basic financial relationships



The Team-based Approach

Organized in teams of 4 or 5, participants managed a company's supply chain flow. The challenge for the supply teams were to

1. Analyze and experience problems in the current supply chain
2. Identify ways to improve current supply chain
3. Develop a strategy for how to reach a "pull" (from the market organization) rather than "push" (from the factories)
4. Implement the strategy and explore the consequences
5. Link experiences from the case back to recommended improvements





for Uponor

The scenario and the decisions that the participants made were based on reality and Uponor's real numbers and supply chain process. This realistic approach gave participants very accurate insight to the current environment, which gave them strong "aha-experiences" regarding their own contribution to the supply chain challenges.

At the end of the program, the participants recommended improvements to the management team. The participants elucidated how well people in the organization understood the situation and suggested actions that could add value to the company.

Sampling of other BTS Clients

- Accenture
- Aetna
- AstraZeneca
- AT&T
- Bank of America
- Boeing
- Cisco Systems
- Coca-Cola
- Gap Inc.
- General Electric
- Hewlett-Packard
- Honeywell
- IBM
- ING
- Liberty Mutual
- Liz Claiborne
- Macy's Inc.
- McKinsey
- Microsoft
- Motorola
- Nokia
- Philips
- Sony
- Texas Instruments
- Time Warner
- Toyota Motor Company
- Vodafone
- Weyerhaeuser

About BTS:

Founded in 1985 in Stockholm, Sweden, BTS is a fast-growing, entrepreneurial business consulting firm with a global clientele. Our mission: to partner with leading corporations to accelerate change and improve business results. By building knowledge and skills, sharpening business acumen and enhancing performance and focusing on profitability drivers, BTS helps its clients compete successfully in a demanding, global marketplace.

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